

May 2005

*COMMUNITY TRANSIT ASSOCIATION  
OF AMERICA/NORTHWEST*

# Walla Walla Pasco Intercity Bus



**Draft Business Plan**

Submitted By:

**Nelson | Nygaard**  
consulting associates

## Table of Contents

	PAGE
<b>Walla Walla to Pasco Intercity Bus: Service Implementation Plan.....</b>	<b>1</b>
Overview .....	1
History of Intercity Bus in Walla Walla .....	2
Competing and Complementary Services.....	3
Summary of Challenges and Opportunities .....	7
Perspectives from Intercity Transit Providers .....	10
Define Target Markets .....	10
Meet Operating Requirements.....	11
Develop Operating Plan.....	13
Develop Future Funding Plan .....	21
Develop Marketing Program for Walla Walla – Pasco Intercity Bus.....	25
<b>Appendix A.    Alternative Service Schedules, Ridership &amp; Costs .....</b>	<b>A-1</b>
Two-Trip Per Day Scenario.....	A-1
One-Trip Per Day Scenario.....	A-3
<b>Appendix B.    Greyhound Northwest Service Map .....</b>	<b>B-1</b>
<b>Appendix C.    Intercity Provider Schedules.....</b>	<b>C-1</b>

## Table of Figures

	PAGE
Figure 1    Pasco Greyhound Schedule .....	4
Figure 2    Pasco Amtrak Schedule.....	5
Figure 3    Recommended Daily Schedule (Three Round Trips).....	15
Figure 4    Estimated Daily Ridership (3 Round Trips Per Day) .....	16
Figure 5    Fare Levels for Comparable Intercity Travel.....	17
Figure 6    Fare Revenue Estimates.....	17
Figure 7    Operating Expenses (FY2006 & 2007).....	19
Figure 8    Required Operating Subsidy (FY2006 & 2007) .....	20
Figure 9    One-Trip Per Day Income Statement Summary .....	20
Figure 10   Two-Trips Per Day Income Statement Summary .....	21
 Figure A-1   Daily Schedule for Two-Trip Per Day Scenario.....	 A-1
Figure A-2   Estimated Daily Ridership (2 Round Trips Per Day) .....	A-1
Figure A-3   Income Statement (2 Round Trips Per Day) .....	A-2
Figure A-4   Daily Schedule (One-Trip Per Day Scenario).....	A-3
Figure A-5   Estimated Daily Ridership (1 Round Trip Per Day).....	A-3
Figure A-6   Income Statement (1 Round Trip Per Day).....	A-4

# Walla Walla to Pasco Intercity Bus: Service Implementation Plan

## Overview

---

In June 2004, following a year-long service evaluation and assessment, Greyhound announced it would discontinue intercity bus service to Walla Walla along with a number of other small communities in Washington. Service was terminated in August 2004. By the winter of 2005, over six months later, no provider had developed a successful replacement service. The Community Transit Association of America Northwest (CTAA/NW) provided technical assistance funding, allowing the Blue Mountain Coordinated Transportation Coalition (BMCTC) to select a consultant to evaluate the feasibility of a replacement bus service connecting, at a minimum, Walla Walla and Pasco. Nelson\Nygaard Consulting Associates was selected to complete the study. Work on the project commenced in March 2005.

In May 2005, the Washington Department of Transportation (WSDOT), CTAA/NW and the BMCTC agreed that it would be valuable for Nelson\Nygaard to adjust its work schedule to assist Genie Tours of Pasco in developing a viable business plan for the Walla Walla to Pasco Corridor. Nelson\Nygaard's early work on the study, including extensive stakeholder interviews, clearly illustrated that a private service will not be financially sustainable without state or local subsidy.

Genie Tours of Pasco submitted a funding application to WSDOT's 2005-2007 Rural Mobility Grant Program to operate intercity bus service between Walla Walla and Pasco. WSDOT received 139 competing applications and ranked Genie Tours application in the (C2) category, which indicates a low chance of funding for the 2005 – 2007 biennium. WSDOT has recognized Walla Walla to Pasco as a high priority corridor due to the complete lack of fixed schedule intercity transportation available to the general public. For this reason, Genie Tours was offered an opportunity to submit a more complete one-year business plan, and an additional review by WSDOT staff. If the State deems the service viable based on this plan, they may still provide funding for the service. No other providers would be eligible to receive subsidies from WSDOT through the Rural Mobility Grant program until the next biennium (2007-2009). For this reason, it is in the best interest of WSDOT, Walla Walla and other area communities to assist Genie Tours in developing a successful intercity connector.

This technical memorandum provides critical information and recommendations for the development of a sustainable business plan to provide intercity bus service between Walla Walla and Pasco. Information provided in this memo is based on ongoing research and community outreach being conducted by Nelson\Nygaard under its contract with the Community Transit Association of America/Northwest to complete the Walla Walla Intercity Bus Study.

## **History of Intercity Bus in Walla Walla**

---

For well over half a century, Greyhound or one of its franchise operators has provided fixed-schedule intercity bus service to Walla Walla, providing an over-the-road connection to neighboring cities in the region and the rest of the country. Greyhound operated over-the-road coaches connecting Walla Walla to Pendleton, Oregon and Lewiston, Idaho until 1985. In 1985, Greyhound management decided to franchise the route. At this time Northwest Trailways took over the Pendleton – Walla Walla – Lewiston schedule as a franchise service for Greyhound. This service operated successfully until the early 1990s, when Greyhound management shifted interline policies, shifting intercity passengers away from connecting carriers in an effort to maintain ticket revenues. As Greyhound altered their ticketing practices to maintain passengers on their haul, the Walla Walla market became less profitable for Northwest Trailways.

In August 1992, Northwest Trailways was forced to drop its Walla Walla – Pendleton schedule. The following year it discontinued service between Walla Walla and Lewiston. When Trailways abandoned the route, Greyhound immediately commenced service to Walla Walla as part of its Seattle to Pendleton haul. For the next 12 years, Greyhound served Walla Walla as a stop between Pasco and Pendleton with up to 4 scheduled trips each day.

In 2003 Greyhound commenced a major evaluation of its corridor service around the United States. Performance on major intercity corridors in the Northwest was tracked for a 12-month period. Ticket revenues and ridership by community were evaluated and corridor services were redesigned to eliminate low-revenue stops. In June 2004, Greyhound announced that it would eliminate service to Walla Walla, then a stop on the Seattle - Pendleton haul. According to Greyhound staff, the decision to remove Walla Walla from its schedule was one of the most difficult if faced during this restructuring process. Ultimately, an average of just over three passenger boardings per scheduled stop and the relatively long travel distances between connecting stops influenced the decision.

There have been other efforts to provide intercity bus connections to Walla Walla. Between 2000 and 2002, Wheatland Express received a five-year grant to operate intercity bus service between Pullman, Moscow, Lewiston, Colfax, Walla Walla and Pasco. Ridership on the route was exceptionally low throughout the first two years of operation. Wheatland Express management estimated that the route carried fewer than 200 total passengers during the first two years of operation. Despite a five-year operating subsidy from the state, WSDOT and Wheatland Express agreed it was prudent to discontinue the service early due to low ridership. It is worth noting that Wheatland Express did very limited advertising of this service during the time it operated. The company did not seek interline agreements with any other major intercity transportation providers and were in direct competition with Greyhound on key segments of the route.

Immediately after Greyhound eliminated Walla Walla from its schedule in August 2004, Black Time Limousine of Walla Walla commenced daily service to Pasco. Service was initially provided free of charge; shortly thereafter Black Tie raised fares to a subsidized

rate of \$20 per one-way trip. Black Tie provided trips on demand, never establishing a fixed schedule operation. After a several weeks of low ridership the company decided it needed to adjust fares to reflect its full operating cost. This brought fare levels to \$99 per one-way trip. Ridership declined to almost nothing after this substantial fare increase.

## **Competing and Complementary Services**

---

A solid business plan will recognize competing services as well as identify and capitalize on connecting services that will allow better access to more people in the Walla Walla area and those traveling to Walla Walla from outside the area.

Anecdotal and quantitative data collected in the study shows that demand for service in and out of Walla Walla would be best served by a connection to Pasco/Tri-Cities.

The following is a summary of intercity bus, rail and air services that could impact scheduling of a Walla Walla to Pasco intercity bus service:

### **Intercity Bus and Rail**

#### *Greyhound Schedules*

Walla Walla Greyhound departures prior to the elimination of service were as follow (June 2004 schedules):

- WW - Pasco: **1:50 PM** & 3:55 AM (*Departures*)
- Pasco – WW: **3:25 PM** & 1:20 AM (*Arrivals*)
- WW - Pendleton: **3:25 PM** & 1:20 AM (*Departures*)
- Pendleton – WW: **1:50 PM** & 3:55 AM (*Arrivals*)

It should be noted that there were no convenient morning departures for Pasco/Tri-Cities and that Greyhound's schedule did not allow for day trips, as the earliest return departure from Pasco bound for Walla Walla was scheduled at 12:10 AM.

Walla Walla area customers who wish to access Greyhound must now find transportation to Pasco. Greyhound currently operates the following schedule from Pasco. The route departs west for Sunnyside, Yakima, Ellensburg and Seattle and east for Stanfield, OR<sup>1</sup>. There is also one daily run to/from Spokane.

- Stanfield, OR – Pasco: **1:50 PM** & 7:30 AM (*Arrivals*)
- Pasco – Stanfield, OR: **1:50 PM**, 1:30 AM (*Departures*)
- Yakima – Pasco: **1:35 PM**, **6:55 PM** & 1:25 AM (*Arrivals*)
- Pasco – Yakima: **6:55 PM**, **1:55 PM** & 7:35 AM (*Departure*)

---

<sup>1</sup> Daily connections are available eastbound to Pendleton and westbound to Portland.

- Spokane – Pasco: **6:50 PM** (*Arrival*)
- Pasco – Spokane: **7:05 PM** (*Departure*)

Appendix B includes a route map of Greyhound’s current service in the Northwestern United States. Figure 1 provides a summary of Greyhound schedules to/from Pasco. Departure and arrival times are organized horizontally to show key time connection time periods. All other schedules in this report use a similar format.

**Figure 1 Pasco Greyhound Schedule**

<b>Pasco Greyhound Service</b>					
<i>Arrivals from:</i>			<i>Departures to:</i>		
Yakima - Seattle	Spokane - Butte, MT	Stanfield, OR	Stanfield,O R	Spokane - Butte, MT	Yakima - Seattle
1:25 AM			1:30 AM		
		7:35 AM			7:35 AM
1:35 PM		1:55 PM	1:50 PM		1:55 PM
6:55 PM	6:50 PM			7:05 PM	6:55 PM

In late June 2005 Greyhound plans a schedule change that will change the 7:35 AM schedule stop on the Stanfield – Yakima – Seattle line to 8:30 AM.

### *Amtrak Schedules*

Amtrak's Empire Builder service stops in Pasco once each day traveling west to Portland and once traveling to Spokane and points east. Amtrak also operates Thruway Bus service with an additional afternoon departure to both Portland and Spokane. Amtrak and Greyhound facilities are conveniently located at the same site. The following is a summary of Amtrak's daily train and Thruway Bus schedule:

- Portland – Pasco: **1:40 PM & 8:57 PM** (*Arrivals*)
- Pasco – Portland: 5:35 AM & **2:10 PM** (*Departures*)
- Spokane – Pasco: 5:35 AM & **1:40 PM** (*Arrivals*)
- Pasco – Spokane: **2:15 PM & 8:57 PM** (*Departures*)

Figure 2 provides a summary of Amtrak schedules to/from Pasco.

**Figure 2 Pasco Amtrak Schedule**

Pasco Amtrak Service			
<i>Arrivals from:</i>		<i>Departures to:</i>	
Portland	Spokane	Spokane	Portland
	5:35 AM		5:35 AM
1:40 PM	1:40 PM	2:15 PM	2:10 PM
<i>Thruway Bus Service</i>		<i>Thruway Bus Service</i>	
8:57 PM		8:57 PM	

## Airline Schedules

Regional passenger air service is increasingly an important means of travel for residents of eastern Washington traveling to other cities in Washington and throughout the United States. Airfares from Walla Walla tend to be high due to the small size of the market and lack of competition, making air travel unaffordable for many low- or fixed-income residents.

Horizon Airlines provides three daily round trips between Seattle and Walla Walla (2 on Sunday):

- Daily arrivals from Seattle: 11:10 AM, **4:50 PM**, **8:55 PM** (except Sunday)
- Daily departures to Seattle: 6:55 AM, 11:30 AM, **5:10 PM** (except Sunday)

Tri-Cities Airport has direct connections to more cities, including Seattle, Denver and Salt Lake City. The following airlines serve the Tri-Cities:

- Delta
- Delta Express
- Horizon Air
- United Express
- Allegiant Air

Tri-Cities daily flight schedules offer non-stop service to points east, including Denver and Salt-Lake City. All flights from Walla Walla go through Sea-Tac.

Long-term parking cost \$7.00 per day at the Tri-Cities Airport.

## Regional Bus Service

Rural intercity bus services to Walla Walla are available from Milton-Freewater and Columbia County. The Milton-Freewater Bus may need to be rescheduled to meet the proposed Walla Walla to Pasco service schedule. Greyhound and Amtrak cannot adjust their schedules, which drive the schedule for Walla Walla to Pasco service. The Columbia County bus operates on demand, so schedule coordination is not an issue.

### *Milton-Freewater Bus*

In November 2004 citizens of Milton-Freewater voted on and passed a bond measure to support a three-day per week bus service connecting the community to Walla Walla. Service commenced in February 2004. The City contracted Elite Tours to provide the service. The bus operates on Monday, Tuesday and Thursdays and cost \$1.00 per one-way trip. The bus makes three round trips per day, departing Milton-Freewater at 10:00 AM, 12:32 PM and 4:18 PM and arriving at the Valley Transit Downtown Transfer Center at 11:33 AM, 2:03 PM and 5:53 PM.



The bus starts service at the 76 Station in Milton-Freewater and makes 13 stops in Oregon, including the Senior Center and City Hall and Stateline. In Walla Walla the bus serves six locations including the Walla Walla Clinic, the General Hospital, St. Mary's Hospital, Valley Transit's Downtown Transfer Center, the VA Hospital and Wal-Mart.

### *Columbia County Public Transportation*

Columbia County Transportation operates on-demand bus service in Columbia County and provides service connecting Dayton and other communities in Columbia County to Walla Walla. Columbia County Public Transportation typically makes several runs to Walla Walla each day and could easily schedule runs to meet intercity departures to Pasco.

## **Summary of Challenges and Opportunities**

---

Nelson\Nygaard conducted extensive stakeholder interviews with local transportation providers, long-haul coach operators, members of the Northwest Motorcoach Association, social service agencies, medical and health service providers, the Department of Corrections and a number of other organizations in Walla Walla. Stakeholders identified a number of challenges and opportunities important for a new provider operating intercity passenger service in and out of Walla Walla. The following is a brief summary of key findings:

### **Challenges**

- *Limited population, low population density.* Several transportation providers, including two who have operated in the Walla Walla to Pasco corridor, cited the lack of population as a major barrier to sustaining service.
- *Lack of other major markets in the area to sustain service.* Walla Walla's relative isolation limits opportunities to share costs with other through services.
- *Unfavorable image of intercity bus among certain populations.* Whitman College staff indicated that travel time is longer than driving or flying and perception of bus service is not favorable among college students. Intercity bus service competes directly with informal ridersharing, which is often more affordable and convenient for students.
- *Intercity bus is not a cost effective means of travel for business travelers,* particularly due to Walla Walla's relatively remote location. Intercity travel to and from Walla Walla has traditionally been by those who cannot afford air service or are not sensitive to travel time.
- *Demand for service to Tri-Cities airport is too scattered to provide efficient fixed schedule service.* Air services are very difficult to serve by fixed schedule bus (unless they run very frequently), because airlines delays are common and air travelers are sensitive to additional trip time.
- *Marketing a new service will be time intensive and costly.* Greyhound's long established reputation as a private service provider is something that will be

impossible to replace. It will take a new provider several years and aggressive marketing to build desired name recognition in the region.

## Opportunities

- *Greyhound's departure has left a void in intercity bus service to/from Walla Walla.* In the year prior to their departure, Greyhound carried approximately 12 passengers departing and 10 arriving in Walla Walla. Today there is no low cost service that meets general public intercity transportation needs.
- *A number of organizations/agencies need affordable client transportation:*
  - Worksource program clients regularly need to make day trips to the Tri-Cities area in search of employment.
  - The YMCA operates a shelter program that networks with other shelters in the Northwest. In the past they used Greyhound to move clients between shelter facilities in various Oregon, Washington and Idaho cities. On average they make shelter transfers once or twice a month.
  - Mental health clients served by Walla Walla County Department of Human Services have intermittent need for intercity travel. Adult clients may make one to two trips per months to the Tri-Cities for psychiatric or medical services.
  - Blue Mountain Action Council provides social and human services to clients through a number of programs, including transitional housing, homeless children, employment, literacy and many others. Most of their programs are locally focused and they have only occasional need for intercity client transportation.
  - Helpline provides emergency social services to people in Walla Walla County. Most of Helpline's clients are low-income and have a wide range of social service needs. The organization does have a small annual transportation budget (\$3,000 - \$4,000), much of which is used to fund client relocations. Helpline estimates that they receive one to two requests for relocation each week.
  - The Walla Walla Veteran's Administration Medical Center is the only facility of its kind in the area. The VA sends clients to the Tri-Cities and Seattle for medical appointments and also receives clients from other communities in the region. The VA currently contracts client transportation to a private provider at approximately \$80 per one-way trip.
- *Walla Walla has a high concentration of students, who have intercity travel needs:*
  - Many of the 1,450 students attending Whitman College are from Western Washington and Oregon, particularly the urban centers of Seattle and Portland. Travel to these cities represents the highest demand for intercity service. Some students use Horizon Air to travel to the Seattle and to connect to other smaller areas in the northwest. Ridesharing among students

is popular for weekend trips and is aided by computer technology and listserves on campus. Even so, there is a consistent demand for public transportation travel to larger urban areas in the Northwest.

- Whitman College provides charter buses to Portland and Seattle for students traveling home during Thanksgiving, Christmas, winter break and spring break. The college makes a modest profit from these services that is used to help support improvements to building facilities or department equipment. The College has no interest in turning this service over to another provider.
  - Whitman College staff indicated that they have seen a substantial increase in the number of calls received regarding intercity transportation in and out of Walla Walla. Call volume increases corresponded with the decrease in air service and the elimination of Greyhound service in August 2004. Additionally, staff indicates that they receive many calls about intercity bus options, which are typically referred to a local travel agent.
  - Students at Walla Walla College and Walla Walla Community College are more predominantly local commuters, and don't need to travel home at breaks. However, there is a significant number of students attending both schools that travel out of the area on limited budgets and are often unable to afford airfares.
- *Increasingly, business and leisure travelers from Walla Walla are traveling to the Tri-Cities Airport to access better air service.* The Tri-Cities Airport has a number of flights each day provided by four carriers: Horizon, Delta Connections, United Express and Allegiant Air. These carriers offer direct service to Salt Lake and Denver. Passengers departing Walla Walla Airport must travel through Seattle.
  - *There is a need for intercity service to the Tri-Cities that allows for a daily round trip.* Many people in Walla Walla need to conduct business, look for jobs or seek medical/dental treatment in the Tri-Cities. Currently there is no affordable service that allows people to conduct business and return the same day. Even when Greyhound was in service, its schedule was not conducive to single day trips.
  - *Greyhound never provided direct outreach to local agency's and potential service purchasers.* A new provider operating from a local office will have the opportunity to reach out to potential service purchasers and to meet any special billing or service criteria that may make or break their decision to use the service.
  - *A private service operating between Walla Walla and Pasco could capitalize on other travel demands currently served by more expensive demand response services.* For example, Medicaid trips between Walla Walla and Pasco are currently provided by a few outfits that charge comparatively high prices for door-to-door service. The regional Medicaid brokerage may be interested in purchasing tickets on an intercity service for its ambulatory passengers who can connect with local transit to get to their final destination.

## Perspectives from Intercity Transit Providers

---

We spoke with a number of owners and managers of intercity bus and charter operations in the Northwest. These conversations allowed us to ask experienced industry professionals their opinions about demand levels needed to sustain intercity service, current operating costs, and other critical barriers or opportunities.

- All the providers who know the area agree that the Walla Walla to Pasco market was not sustainable without grant subsidy.
- Based on experience operating in other rural markets in Washington, Oregon and Idaho, providers estimated that farebox returns from a Walla Walla to Pasco service would be \$0.50 per mile at maximum. This compares with an estimated operating cost of \$1.50 to \$2.25 per mile.
- Several providers cited a fixed schedule service as a priority. Without a regularly scheduled service, preferably operating seven days per week, customers have a difficult time learning when the service operates. A daily fixed schedule allows a provider to aggressively market the service.
- All providers agree that a service would need to be marketed aggressively to succeed.
- Providers feel that establishing interline agreements with Greyhound and Amtrak would be critical to establishing ridership sufficient to financially sustain service. An interline agreement would allow an operator to sell tickets for destinations served by Greyhound or Amtrak and to carry passenger traveling through to Walla Walla or other destinations not served by these national providers.
- One provider familiar with the area suggested that at least two round trips per day should be provided in order to build a reasonable ridership base.

## Define Target Markets

---

It is critical to understand who typically uses intercity bus services in rural markets. Based on research conducted by the Transit Cooperative Research Program, intercity bus passengers are more likely than rail or air passengers to be low income, to be a racial minority, to be from a household that does not own a vehicle or to be over 65 or under 25 years of age. In other words, a high number of intercity bus passengers are transportation disadvantaged in some way.<sup>2</sup> Based on our interviews with stakeholders in Walla Walla and an assessment of the market for travel between Walla Walla, Pasco and points beyond, the following customer markets were identified:

- Transportation disadvantaged residents (those who cannot drive or do not have access to a car due to income restrictions, disability or legal reasons)

---

<sup>2</sup> Transit Cooperative Research Program. 2002. Report 79: *Effective Approaches to Meeting Rural Intercity Bus Transportation Needs*. National Academy Press, Pg 18.

- Seniors with fixed income and limited mobility options
- College students and staff
- Long-haul intercity passengers connecting to Greyhound or Amtrak (general public)
- Visitors to the Walla Walla Penitentiary (primarily from Western Washington)
- Released prisoners from the Walla Walla Penitentiary
- Veteran's Administration Medical Center clients
- Medical and social service patients seeking treatment or care in Pasco or Seattle

The Marketing Plan element of this memo suggests methods for reaching these target groups with information about the new intercity bus service.

## **Meet Operating Requirements**

---

Intercity bus operators in Washington are required to meet certain basic operating requirements and comply with state and federal laws, including:

- Obtaining Washington Utilities and Transportation Commission (WUTC) Authority.
- Complying with the Revised Code of Washington (RCW) Chapter 81.68 – Auto Transportation Company Laws.
- Complying with Washington Administrative Code (WAC) - Chapter 480-30--Auto Transportation Company Rules.
- Complying with applicable Americans with Disabilities Act Laws.

Based on our initial assessment it appears that Genie Tours is in compliance with state and federal regulations and has current authority to operate between Walla Walla and Pasco. However, it is ultimately the burden of the company to ensure they are in compliance with above listed laws and regulations.

### *Washington Utility and Transportation Commission*

Any company or individual planning to operate a motor vehicle transporting passengers for compensation over the public highways within the state of Washington, must apply for a certificate from the Washington Utilities and Transportation Commission. The following types of service require a WUTC license to operate:

- Bus service operating on a regular schedule and/or between fixed points
- Charter bus services operating for compensation:
  - as a group have a common purpose or are under a single contract

- have acquired the use of a motor vehicle, with a seating capacity for seven or more persons excluding the driver, to travel together to a specific destination or for a particular itinerary.
- Excursion bus operations, defined as service conducted:
  - from point of origin within a city, town or area to another location within the state and returning to that same point of origin (no passengers are picked up or dropped off during the trip)
  - on an individual fare basis
  - using a motor vehicle with a seating capacity for seven or more persons excluding the driver
- Private non-profit transportation providers who receive compensation for transporting passengers with special needs.

Any provider operating regularly scheduled service between Walla Walla and Pasco would be required to obtain WUTC authority. Genie Tours already has WUTC authority to operate between the two cities at a passenger fare of \$12.00 per one-way trip. We recommend that Genie Tours reapply for authority to operate at a higher fare. This could be done shortly after service commences.

#### *Americans with Disabilities Act*

The Americans with Disabilities Act is civil rights law that protects the interest of disabled persons in the United States. Public entities operating or contracting for intercity bus services do not have to provide complementary paratransit service as local fixed route service providers are so required. Public operators of Over The Road Buses (OTRBs) providing fixed-route services have been required to acquire accessible vehicles. Not all vehicles are required to be wheelchair accessible, but operators should have fleet vehicles available on request. Section 37.37(a) of the ADA regulations states that a private entity does not become subject to the requirements of public entities because it receives an operating subsidy from, is regulated by, or is granted a franchise or permit to operate by a public entity. However, private entities primarily engaged in the business of transporting people have been required to purchase accessible vehicles (other than sedans, vans with fewer than eight seats, or OTRBs) since late 1990.

Under ADA, commuter bus service is exempt by law from the requirement for complementary paratransit service. In its implementing regulation, DOT exempted certain other services from the complementary paratransit requirement because they are functionally like commuter bus service. Similarly, intercity bus service is functionally like commuter bus service in that the service is relatively infrequent and the distance between stops is great. Like commuter service, intercity bus service does not truly serve the entire corridor along which it passes.

Genie Tours would not be required to operate a lift-equipped vehicle on daily intercity runs. However, it would be required to have an accessible fleet vehicle available for any

disable customer requesting lift service. Customers are required to provide 48-hour advance notice. Genie Tours should also:

- Have the ability to send and receive information to connecting carriers to ensure that all accessible service needed for a trip involving more than one carrier is provided.
- Be aware that it is subject to penalties if it fails to provide service with 48-hour advance notice. Fines increase if multiple incidents occur.
- Be compliant with bus operator training requirements set forth in S.37.209.

Genie Tours plans to obtain two used vehicles to operate this service. Twenty-passenger cut-away vehicles would be appropriate for the demand on this route and would keep operating costs lower than a full size coach.<sup>3</sup> We recommend that Genie purchase lift-equipped vehicles to ensure that it can comply with ADA demands.

## Develop Operating Plan

---

**Purpose:** The success of an intercity bus service between Walla Walla and Pasco requires a realistic operating plan based in financial reality. This section outlines a method for developing a financial sustainable operating plan and estimates required operating subsidy.

**Method:** A sustainable operating plan for a Walla Walla to Pasco service requires a number of critical inputs, some of which are iterative. We start by estimating ridership from an understanding of community need and work through basic operating plan elements to determine costs, revenues and subsidy requirements. This plan is built on a 93 percent operating ratio, providing Genie Tours with a reasonable return for their efforts and investment. The model uses conservative ridership estimates and assumes initial fares will be based on Genie's WUTC approved tariff, but fares will increase in the near future to better reflect market rates and to reduce the required subsidy. The plan also includes some level of freight (parcel transport) revenue to offset costs. Genie Tours will have an opportunity to achieve the targeted revenues through marketing and increased name recognition.

The following steps were taken in the development of an operating plan.

- Define Routing, Terminal Stops & Connection Opportunities
- Develop Schedules
- Estimate Ridership
- Determine Fleet Needs
- Develop Fare Structure

---

<sup>3</sup> Operating cost estimates presented in this memo assume the use of a cut-away vehicle.

- Estimate Revenues
- Estimate Expenses
- Estimate Required Subsidy
- Refine Schedule and Fare Structure Based on Cost/Revenue Model

## **Define Routing and Connections**

Walla Walla to Pasco intercity bus service would operate on State Route 12/395, the most direct routing between downtown Walla Walla and the Pasco Greyhound/Amtrak Station located at 535 North 1st Avenue in Pasco.

In Walla Walla the bus will use a bay at the Valley Transit Downtown Transfer Center to allow for connection to local transit and the Milton-Freewater and Columbia County intercity bus services. Since there is no ticket counter available, we recommend that the driver sell tickets and that Genie Tours establish multiple ticket sales locations in the community.

Genie Tours plans to establish a ticket sales center at this location although it should also attempt to establish ticket sales at the Pasco Greyhound Station.

## **Develop Schedule Options**

A second and critical step is to develop schedule options based on stated transportation needs and trend data. With the realization that ridership demand is limited, this step attempts to define a schedule that meets most critical needs and provides the level of service that will attract passengers who may have other options. For example, we feel it is critical to provide daily service so that there is a high level of reliability and that service operate multiple daily trips to allow for interlinements.

We reviewed historic travel patterns, examined connecting intercity bus and rail schedules and talked with stakeholders in Walla Walla about travel schedule needs. Convenient connections to other intercity services (Greyhound and Amtrak) were cited as the primary driver of intercity bus schedules. Some social service and health providers were interested in a schedule that allowed passengers to make day trips to and from the Tri-Cities with enough time to schedule appointments. There was also interest in early morning service to the Tri-Cities airport to meet early morning flights; however, such a service would need to leave very early in the morning and would not be a viable service for most other passengers. There is no indication that there is sufficient demand for a regularly scheduled morning airport run.

Figure 3 provides an optimal daily schedule that would meet the majority of trip needs identified in our evaluation. Under an optimal scenario, intercity bus service would operate three trips per day, seven days a week, with no schedule variations. Two trips per day and one trip per day schedules were also developed and costed. These are presented in Appendix A of this report.



**Figure 3 Recommended Daily Schedule (Three Round Trips)**

<i>Walla Walla to Pasco</i>			<i>Pasco to Walla Walla</i>		
Depart WW		Arrive Pasco Greyhound/ Amtrak	Depart Pasco Greyhound/ Amtrak		Arrive WW
<i>no service</i>			<i>no service</i>		
7:00 AM	→	8:10 AM	8:50 AM	→	9:00 AM
12:00 PM	→	1:10 PM	2:00 PM	→	3:10 PM
4:50 PM	→	6:00 PM	7:15 PM	→	8:25 PM

This scenario meets all Greyhound service in Pasco. It also connects with Amtrak Thruway Service with daily runs to Portland and Spokane from the Pasco Amtrak Station, located at the same address as the Greyhound Terminal. The early AM departure would allow passengers departing Walla Walla to connect to Greyhound service arriving in Seattle by 11:59 AM.

### Estimate Ridership

Ridership projections are based on the a combination of:

- Previous Greyhound ridership to both Pasco and Pendleton; and
- Unmet need for day trips to Pasco.

Prior to the elimination of service, Greyhound carried 10 passengers to and 12 from Walla Walla per day. These riders were traveling to/from Pasco and Pendleton or points beyond. New intercity service to Pasco, interlined with current Greyhound service, would allow travel to these previous markets, though some will require additional transfers. We assume that a portion of the previous ridership will initially use the new service to travel to Pasco or to connect with other services in Pasco, provided fares are commensurate with Greyhound's (see the following Fare Structure section). This number will increase over time, quickly approaching the previous level of Greyhound ridership if properly marketed.

Based on discussions with local stakeholders, there is a significant level of unmet demand for day trips to Pasco. These include clients of:

- Veteran’s Administration Medical Center;
- Washington State Worksource Office;
- Walla Walla County Department of Human Services;
- Helpline;
- Blue Mountain Action Council;
- Washington State DSHS; and
- Farm Homes (Walla Walla Labor Camp)

Again, we assume a limited number of daily passengers will initially use the new service but this will increase as the service matures and community members become aware of the service

The following table summarizes the estimated ridership from the previously discussed categories. Each is provided for three periods of operations: the first six months of service, the second six months; and the second full year, showing increased usage over time. Decreasing the number of round trips per day to two or one will decrease ridership in both categories.

**Figure 4      Estimated Daily Ridership (3 Round Trips Per Day)**

	Estimated Daily Ridership		
	July 05 - Dec 05	Jan 06- June 06	July 06 - June 07
Base one-way ridership from Greyhound experience (assuming interlines maintained)	8	9	11
Additional one-way day-trip passengers to Pasco	4	6	9
<b>Total Est. One-way Daily Ridership</b>	<b>12</b>	<b>15</b>	<b>20</b>

## Fleet Requirements

The proposed three-trip per day schedule will require one vehicle in operation during the day. A 20-passenger bus will be adequate to carry the estimated ridership as well as some level of small freight cargo. A second vehicle should always be available for use as a spare. We recommend that the primary vehicle be lift-equipped to handle passengers using wheelchairs or other mobility devices.

## Fare Structure

Genie Tours existing UTC permit allows a \$12 one-way fare for the service between Walla Walla and Pasco. This is low relative to what other services charge for similar

distance/time of travel. A \$12 fare will result in limited net incomes and large subsidy requirement for the service. The following table highlights a few Greyhound fares for services covering similar distances. For reference, the distance between Walla Walla and Pasco is roughly 48 miles and previous services completed the trip in 70 minutes. The table also offers a proposed fare structure for the new service if a fare increase were to be requested.

**Figure 5 Fare Levels for Comparable Intercity Travel**

Service	Miles	Travel Time	Avg. Speed	One-way Fare	RT Fare	One-way Fare/mi	One-way Fare/hr	RT Discount
Pasco - Stanfield	47	60	47	\$13.00	\$25.00	\$0.28	\$13.00	4%
Chaney - Moses Lake	91	105	52	\$19.00	\$34.00	\$0.21	\$10.86	11%
Missoula - St. Regis	75	85	53	\$17.50	\$34.50	\$0.23	\$12.35	1%
Proposed Service	48	70	41	\$18.00	\$34.00	\$0.38	\$15.43	6%

We suggest an \$18 one-way fare for the new service to minimize the subsidy required. This fare is on the high side but a six percent discount is envisioned for round trip travelers. A rate change request with the WUTC should be pursued to put the increased fares in place by January 2006. To avoid any negative impacts on ridership in 2006 from a perceived rate increase, and to stimulate initial use, the first six months of service could be offered under an “introductory reduced rate.”

## Revenues

Based on the projected ridership and proposed fare structure, the service can expect just over \$60,000 in revenues during the first year; increasing to over \$110,000 the second year as ridership increases and the fare adjustments take effect.

**Figure 6 Fare Revenue Estimates**

	Estimated One-Way Ridership	Roundtrip Fare	Projected Revenue
<b>July 05 - Dec 05</b>	2,190	\$24	\$26,280
<b>Jan 06- June 06</b>	2,738	\$34	\$46,538
<b>FY06</b>	4,928		\$72,818
<b>FY07</b>	7,300	\$34	\$124,100

To provide additional revenues, the operator should transport small freight between Walla Walla and Pasco with connection to Greyhound freight services. Prior to eliminating service, Greyhound had carried around \$25,000 worth of parcels on this route segment. It will take some time for Genie Tours to duplicate to level of service. We estimate that the new service could transport \$10,000 of freight in the first year and \$15,000 in the second.

## **Expense**

Based on an examination of peer system expenses, fully allocated operating costs run between \$1.50 and \$2.25 per mile for similar services. Rising fuel costs are increasing this ratio. The following table shows expected expenses for three round trips per day, initially based on \$1.85 per mile plus additional marketing costs during service implementation. Reducing the number of trips per day will increase the effective cost per trip as the fixed costs of providing the service will remain.

The costs are broken out per a typical cost structure as seen in peer systems and adjusted to address the nature of Genie Tours operation. In addition, two costs are identified as startup costs to address specific implantation needs. As described in the Marketing Program section, significant effort, and therefore costs will be required during the first couple of years of service in order to properly promote the service and build a sustainable level of ridership. During the first year of service, \$8,000 is budgeted to support these activities. This level drops to \$6,000 the second year.

To realize the small freight revenue, Genie Tours will have to build up this portion of the business, identifying clients and promoting the parcel service. The budget calls for initial freight related expenses to equal initial revenues during the first year. During the second year, start up costs are reduced and freight is adding to net income. Freight revenues are limited by vehicles size. If the small package freight business grows, Genie Tours will need to analyze the cost of operating larger vehicles against potential revenue.

Figure 8 breaks out the estimated cost for the first two years of service.

### **Figure 7      Operating Expenses (FY2006 & 2007)**

<b>EXPENSES</b>	<b>FY06</b>	<b>FY07</b>
Vehicle Maint. & Supplies	\$21,392	\$21,392
Insurance	13,613	13,613
Fuel & Oil	34,033	34,033
Parking Fees	3,889	3,889
Payroll	48,618	48,618
P/R Taxes	13,613	13,613
Depreciation	11,668	11,668
Revenue Taxes	1,945	1,945
Commissions and Cost of sales	9,089	13,651
Advertising (ongoing)	3,889	3,889
Ofc. Supplies	1,945	1,945
Janitor/Utilities	972	972
Communications	1,945	1,945
Travel	3,889	3,889
Professional Fees	3,889	3,889
Postage/Printing	972	972
Owner Allowance	15,558	15,558
Dues/Subscriptions	972	972
Other Ofc.	972	972
	-	-
Ongoing Expenses	\$192,865	\$197,427
	-	-
Advertising (startup)	8,000	6,000
Freight Mgmt (startup)	10,000	2,000
	-	-
<b>TOTAL EXPENSES</b>	<b>\$210,865</b>	<b>\$205,427</b>

### **Required Subsidy**

The combination of fare and freight revenues is not adequate to cover expected costs for the first two years of operation. As discussed in the Funding Plan section, grant funding will be required to subsidize the proposed service. The service is regulated by the Washington Utility Commission, which aims for a 93% operating ratio (expenses relative to income). As detailed in the following table, subsidies of \$144,000 and \$82,000 will be required in FY06 and FY07 respectively to cover expected costs and provide the operator with a reasonable level of net income.

**Figure 8 Required Operating Subsidy (FY2006 & 2007)**

INCOME	FY06	FY07
Passenger Fares	\$72,818	\$124,100
Freight Revenue	10,000	15,000
Grant Funding	143,919	81,789
<b>TOTAL INCOME</b>	<b>\$226,736</b>	<b>\$220,889</b>
	-	-
<b>TOTAL EXPENSES</b>	<b>\$210,865</b>	<b>\$205,427</b>
	-	-
<b>NET OPERATING INCOME</b>	<b>\$15,872</b>	<b>\$15,462</b>
<b>OPERATING RATIO</b>	<b>93%</b>	<b>93%</b>

*Other Schedule Options*

Appendix A provides two additional schedule options for the Walla Walla to Pasco service:

1. **One Round Trip Per Day Scenario:** This scenario provides connection to early afternoon and evening Greyhound arrivals and departures, with service to/from Seattle/Yakima, Stanfield, OR. There is no connection to Greyhound service to Butte, MT/Spokane in this scenario; however, the Amtrak Thruway bus does make connections to Spokane.

**Figure 9 One-Trip Per Day Income Statement Summary**

INCOME	FY06	FY07
Passenger Fares	\$37,960	\$74,460
Freight Revenue	10,000	15,000
Grant Funding	50,743	2,808
<b>TOTAL INCOME</b>	<b>\$98,703</b>	<b>\$92,268</b>
	-	-
<b>TOTAL EXPENSES</b>	<b>\$91,794</b>	<b>\$85,809</b>
	-	-
<b>NET OPERATING INCOME</b>	<b>\$6,909</b>	<b>\$6,459</b>
<b>OPERATING RATIO</b>	<b>93%</b>	<b>93%</b>

2. **Two Round Trip Per Day Scenario:** This scenario provides convenient connections to all Greyhound arrivals and departures in Pasco. It also connects with Amtrak Thruway Service with daily runs to Portland from the Pasco Amtrak Station. The early AM departure would allow passengers departing Walla Walla to connect to Greyhound service arriving in Seattle by 11:59 AM.

**Figure 10 Two-Trips Per Day Income Statement Summary**

<b>INCOME</b>	<b>FY06</b>	<b>FY07</b>
Passenger Fares	\$62,233	\$111,690
Freight Revenue	10,000	15,000
Grant Funding	94,617	34,116
<b>TOTAL INCOME</b>	<b>\$166,849</b>	<b>\$160,806</b>
	-	-
<b>TOTAL EXPENSES</b>	<b>\$155,170</b>	<b>\$149,550</b>
	-	-
<b>NET OPERATING INCOME</b>	<b>\$11,679</b>	<b>\$11,256</b>
<b>OPERATING RATIO</b>	<b>93%</b>	<b>93%</b>

Detailed schedules, operating costs and required subsidy are provided for each of these additional scenarios in Appendix A.

## **Develop Future Funding Plan**

---

It is assumed that the first year of operation for the Walla Walla – Pasco service will rely heavily on a State subsidy, giving people a chance to learn about the service and allowing ridership to grow. The purpose of this section is to recommend actions Genie Tours and key players in the Walla Walla area can take to develop ridership, thereby increasing revenues, and other long-term actions that can move the service toward financial sustainability. The ultimate goal of all involved in the short-term funding, marketing and provision of Walla Walla to Pasco service should be to develop ridership to a level where ticket revenues fully support operating costs. WSDOT is not interested in providing heavy subsidies to intercity service over the long-term.

It is estimated that a Walla Walla to Pasco service (at three daily trips) will require public subsidies amounting to \$144,000 in the first year, decreasing to \$82,000 during the second year. This section examines options to limit the need for public subsidy by increasing revenue from passenger fares and other revenue services. Since it will undoubtedly take time to build ridership levels, public subsidies will be particularly critical during the first and second years of operations.

The following are actions that can be taken by Genie Tours, some with support from the BMCTC, to ensure the operation becomes less reliant on state subsidy.

### **Establish Agreements with Service Purchasers**

Establishing relationships with organizations in the region that need regular transportation between Walla Walla, Pasco and points beyond will be a critical element in ensuring that a Walla Walla – Pasco bus service succeeds. There are number of organizations in the Walla Walla that need to transport clients out of town on a somewhat regular basis, including among others:

- Department of Corrections
- Veteran's Administration Medical Center
- Helpline
- Washington State Department of Health and Human Services
- Walla Walla County Department of Human Services
- Blue Mountain Action Council
- Walla Walla Labor Camp

Genie Tours should schedule a meeting with each of these potential service purchasers to explain the new service and to ensure that there are no administrative barriers that would prevent the organization from using the new service. For example, some agencies need to be billed monthly for service rather than buying individual tickets. Without established accounts and regular billing cycles, key business may be lost.

Our ridership estimates assume that Genie Tours will provide outreach to all relevant organizations and works to meet any necessary billing or administrative requirements.

### **Solicit Local Contributions**

There is no indication that private organizations or local government in the Walla Walla area are willing or able to provide funding for intercity transportation. However, Genie Tours should meet with members of the Blue Mountain Coordinated Transportation Coalition to begin discussions about long-term funding for intercity transportation. DOT subsidies for the service will be temporary and will need to be reapplied for on a biannual basis. WSDOT is very interested in provider applications that demonstrate a financial commitment from local communities. Genie Tours success in this area may be critical in receiving grant funding for a second year and during the next biennium.

The Walla Walla Intercity Bus Study will ultimately recommend future funding alternatives; however, Genie Tours will need to build trust and support among local constituents in order to secure future local funding. It is not too early for Genie Tours to begin to develop strong relationships with possible funding entities in Walla Walla.

### **Examine Medicaid Brokerage Contract Options**

People for People of Yakima Operates the Medicaid Transportation Brokerage for much of Southeast Washington State, including Walla Walla County. Qualified participants making Medicaid trips are required to book their travel through the People for People brokerage. The brokerage call center then determines which registered provider(s) can offer the lowest cost transportation for that trip and schedules that passenger on that service(s).

Wheelchair passengers require door-to-door service; however brokerages can require ambulatory passengers to chain trips on fixed route services if it provides lowest cost trip



option. For example, passengers in Yakima County use the Community Connector bus to travel from Sunnyside to Yakima, where they connect with Yakima Transit.

Genie Tours should work with People for People to determine whether they can become a certified Medicaid transportation provider and, if so, what requirements they must meet. Marcie Durbin is the lead contact at the People for People brokerage in Yakima for providers interested in establishing themselves as Medicaid transportation providers.<sup>4</sup>

## **Establish Interline Agreements**

Forming interline agreements with Amtrak and Greyhound is a critical business strategy for many smaller intercity bus service providers in the Northwest and throughout the United States. These are contractual agreements by which the national carriers sell seats on regional carriers connecting to their hauls. Interline agreements allow national carriers access to a wider customer base, while filling seats on buses operated by regional carriers in lower demand markets. Amtrak and Greyhound offer different agreements and associated services.

### *Greyhound*

Like Amtrak, Greyhound will establish interline agreements with intercity bus providers that serve markets it does not reach. According to Greyhound management, they will establish an interline agreement with any provider that meets basic insurance requirements, can display proper operating authority (WUTC and or Federal), and can demonstrate minimum levels of connectivity.

The National Bus Traffic Association (NBTA) coordinates all interline arrangements for Greyhound. Interested providers must apply for interline authority through the NBTA, the revenue clearinghouse and tariff publishing arm of the bus industry.

Greyhound minimum connection times are listed in the following documents:

- Greyhound System Timetable
- Russell's Official Motorcoach Guide

Minimum connection times vary based on market size and time needed to perform operations.

Providers can also establish interline small package freight contracts with Greyhound through the National Bus Traffic Association.

### *Amtrak*

Amtrak operates under interline agreements with providers in Oregon and Washington. According to Amtrak management, it would consider an interline agreement with a Pasco – Walla Walla provider if certain minimum requirement were met.

---

<sup>4</sup> Marcie Durbin can be reached at 509.457.8709 x204.

In order to issue an interline agreement, Amtrak needs a fallback position to ensure passengers are not stranded. For example, there would need to be a reasonable connection to a train/bus as well as an additional run operating several hours later or, at minimum, a taxi service back up. Ultimately, this will require a fixed daily schedule with at least one Walla Walla bound trip each day. A second trip bound for Walla Walla may be required to convince Amtrak that their passengers will have transportation to Walla Walla when trains arrive later than scheduled.

If approved, Amtrak will develop a basic contract with the interline provider to address insurance issues and indemnification. Providers must be WUTC approved for operation on the intercity route segment identified in the agreement. Either party typically is required to provide 60 days notice to void the contract.

Amtrak typically takes 20 percent of ticket revenues in exchange for selling tickets on the interline provider; however, Amtrak management indicated that they will negotiate a lower commission for smaller intercity providers. Amtrak does not operate interline services for profit, but rather to increase access to longer haul Amtrak train services.

Interline agreements allow Amtrak to sell tickets connecting their trains to smaller city markets. For example, if someone calls or goes to Amtrak station, the interline service will be available for sale on Amtrak ticket stock as part of a multi-leg trip. Similarly, travel agents are able to sell ticket packages that include interline segments printed on airline type ticket stock. The interline provider cannot sell Amtrak tickets, so passenger purchasing tickets in Walla Walla would need to buy a separate cash bus ticket. On-line ticket orders can be placed on the Amtrak website starting and terminating in Walla Walla. For an example of how this works, one can book a reservation from Newport, Oregon to Seattle, WA on [www.amtrak.com](http://www.amtrak.com). The Newport to Albany, OR segment of this trip will be provided by Valley Retriever, a small intercity bus service provider.

Interline providers are required to send in ticket coupons once per month and are reimbursed by Amtrak on a similar schedule.

### **Explore Small Package Freight Contracts**

As described above, Greyhound also provides small package freight service on most of its intercity routes as an additional revenue generating service. Greyhound establishes small package freight contracts through the National Bus Traffic Association. Freight revenues from the Walla Walla market averaged less than \$25,000 per year when Greyhound was still serving the market.

Reestablishing freight contracts will require a significant outreach and marketing effort. If Greyhound is willing to turn over its previous account information, Genie Tours may be able to capitalize on these previous contracts.

We assume that the costs to develop this business during the first year are equivalent to revenue intake from actual freight shipment. Given the use of a 20-passenger cut-away

vehicle as planned, Genie Tours carrying capacity would be limited. We estimate that it would be worth initiating this service to develop an additional revenue stream for future years.

## **Develop Marketing Program for Walla Walla – Pasco Intercity Bus**

---

**Recommended Implementation:** To support the recommended intercity bus operation and ensure connectivity with other interregional and local transportation services, a comprehensive marketing effort must be put into place. The program should build on better-known resources already in place, creating links to existing information sites and materials wherever possible, as well as developing a distinct service brand and set of informational materials. The program should also promote ongoing relationships with local service purchasers in Walla Walla and Pasco (ie. Department of Corrections, VA Hospital, ect.).

**First Year Costs:** We have budget \$8,000 in direct marketing costs to support a substantial marketing push during the first year of service. This could help to cover the costs of developing of a website, graphics and printing for marketing materials and advertising. This is in addition to basic marketing costs included in the fully loaded operating costs to cover Yellow Page advertising, brochures and standards informational materials.

**Communities:** Focus marketing efforts in Walla Walla and Tri-Cities. However, it is also critical to develop and promote interline agreements with Greyhound and Amtrak that allow passengers to travel outside the region.

**Lead:** Genie Tours needs to make it happen, but successful marketing will require broad based participation from other service providers and local government in Walla Walla and the Tri-Cities. We recommend that the Blue Mountain Coordination Transportation Coalition take an aggressive role in assisting Genie Tours in the promotion of the new service.

**Funding:** Primarily rely on rural Mobility Grant funds, private spending by Genie Tours, donated advertising and community service announcements. A marketing program for the Walla Walla to Pasco connector will be necessary to develop a service that is sustainable over the long-term. This section examines and prioritizes marketing strategies for attracting passengers to the service. Any new service is at a competitive disadvantage to Greyhound or another well-known, established intercity bus providers. Marketing and good public information is the primary means by which to overcome this challenge.

In addition to the short-term measures Genie Tours can take to promote the Walla Walla to Pasco route, the Walla Walla region would benefit from a coordinated marketing program, which could showcase the area's various destinations and how to reach them on public transit. Stakeholders suggested that the way transit information is currently provided could be improved, including having more visible and informative signage; "packaging" information for visitors and tour operators; and developing more user-friendly and versatile online web sites. Outside the scope of this memorandum, we recommend that the Blue

Mountain Coordinated Transportation Coalition work to develop a regional transportation information guide (on-line and or hard copy). Five counties in the Columbia George region of Oregon and Washington have developed an easy to use web resource for public transportation customers. Viewable at <http://www.gorgetranslink.org> this site provides an excellent example of what a regional resource could look like for southeastern Washington.

### **Application in Walla Walla – Pasco Corridor**

We recommend that Genie Tours pursue a number of strategies to market the new Walla Walla to Pasco service.

#### *Branding*

Branding means creating an image for a product. The brand identity makes it easy to recognize the product and understand its purpose and availability. This applies not only to consumer products but also to services and facilities like transit systems and park-and-ride facilities. For example, a successful intercity service in Oregon that connects Bend and Portland is known commonly as the Central Oregon Breeze. Valley Retriever is another example of an intercity transit brand for the interregional transit service between Newport, Albany and Bend, Oregon. Transit providers develop their brand identity by creating an insignia or program logo, using standard colors, developing a tagline, etc. All of these elements, in combination, promote an image of the service.

The Walla Walla to Pasco service will benefit from having a recognizable market brand that is used consistently on its vehicles and in all marketing materials. A good brand will help people identify the service being offered and be easy to remember. The objective here is to make bus stops, buses, and informational tools “recognizable.” Branding should go beyond just the system, but should be a strategy to promote the system, meaning the brand should be promoted on all regional visitor information materials, web sites, promotional items, etc.

Walla Walla – Pasco CONNECTOR, or just THE CONNECTOR are possible options. Walla Walla Valley RETREIVER is another possible name. Genie Tours should work with members of the Blue Mountain Coordinated Transportation Coalition to select a name that resonates with members of the community. Ultimately, allowing key community stakeholders to take part in the this process will allow them to feel connected to the service and help to garner support for short-term marketing efforts and possible longer-term funding.

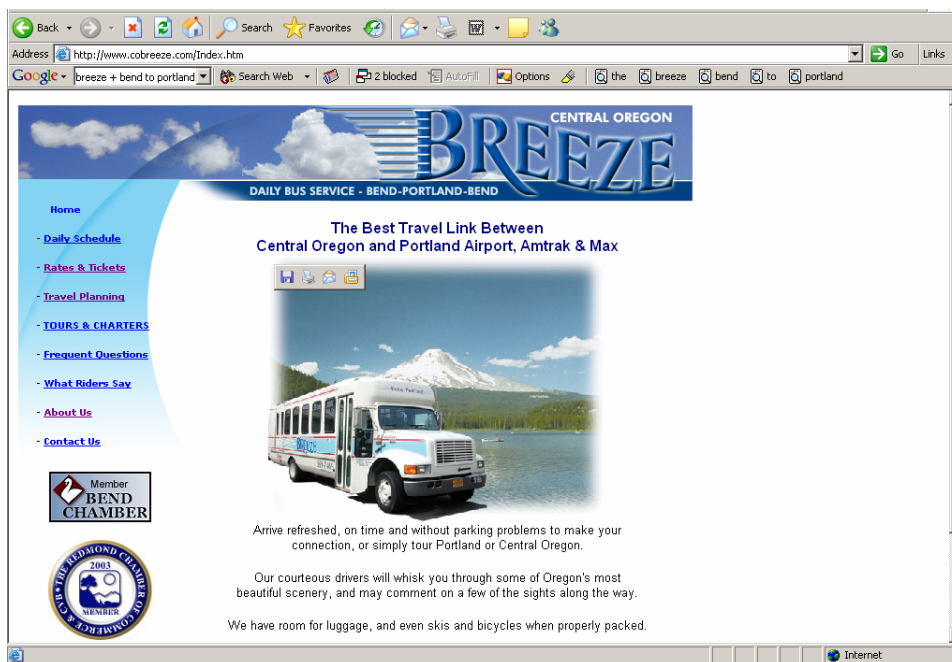
#### *Web Site*

Genie Tours should establish a separate website for the Walla Walla – Pasco service. The web has become an important tool for locating travel information, planning trips and purchasing tickets.

- Daily schedule
- Rates and ticket types

- Travel planning page that describes all stops, how to make reservations, how to access serve, instructions for passengers with special mobility needs, etc.
- A service map that allow users to easily identify their origin and destination. The map could include county boundaries and names.
- Schedules and transfer points for all connecting transit services. Valley Transit and Ben Franklin Transit schedules should be available on the web site.
- An on-line booking page (if possible) that allows passengers to buy tickets by credit card.

The web site should be dynamic and easy to use. The Central Oregon Breeze, which provides intercity service between Bend and Portland, Oregon has an informative and easy to use web site - <http://www.cobreeze.com>. Basic service information in Spanish is also recommended.



Internet web pages for the Central Oregon Breeze provide basic user info and allow on-line ticket booking.

The website could be linked to the sites of other regional transportation providers, government sites, the Chamber of Commerce and/or other organizations.

### *Map and Brochure*

The map described above for use on the web site should also be developed for printed materials, including a comprehensive information brochure. The market for the map and an information brochure with schedules is not only residents of the region, but also visitors. Thus, the map and information brochure could include information about recreational sites and other tourist destinations. Lodging, wineries, hotels or other businesses could advertise on the brochure to cover costs for printing and distribution.

Likewise, a barter agreement could be put into place where businesses include information about the interregional route in their own printed materials for free or reduced cost advertising in the brochure. A partnership with visitors' bureaus and chambers of commerce is recommended for the distribution of the map and brochure.

In addition, Genie Tours should distribute schedules and informational handouts to:

- Ben Franklin Transit, Tri-Cities
- Valley Transit, Walla Walla
- Appointment Keepers Transportation
- Milton-Freewater Bus
- Columbia County Public Transportation
- People-for-People, Yakima
- Greyhound Lines
- Amtrak
- Local Travel Agents
- Local colleges
- Any other agencies that provide general public transportation

### *Fare Promotion*

Many new public transit services use promotional fares to encourage ridership during a short time after the service is introduced. This is an excellent strategy to get people on board and familiar with the new service. Since it will take time to build ridership, increasing the number of passengers through a low-fare promotion would have little impact on early revenue return.

We recommend that Genie Tours offer a 30 to 50 percent discount on all tickets sold during the first month of service. This could include only travel completed before a certain date to prevent organizations from buying bulk tickets or schedule future trips.

The fare promotion will also provide Genie Tours time to petition the WUTC for a rate increase, needed to bring authorized fare levels in line with comparable intercity tariffs.

### *Establish Ticket and Information Booth*

We recommend that the service use a bus bay at Valley Transit's downtown transfer center for its Walla Walla layover. Valley Transit has reserved a bay on Main Street for this purpose. While this provides good connectivity to Valley Transit and other regional bus services, there is no ticket office or available building at the Transfer Center/Farmer's Market site. We propose that Genie Tours establish multiple ticket distribution locations in Walla Walla. These could include the following:

- A business (TBD) as proximate as possible to Valley Transit's Downtown Transfer Center. This would allow passengers to purchase tickets within a short walk of the station.
- The Hacienda Restaurant on Spokane Street between Main and Alder. This is the location that Linea Express uses to sell tickets locally.
- Valley Transit's administrative office on Rose Street. This would provide another option for people who feel more comfortable purchasing tickets in a more "official" location. Tickets would only be available during business hours, between 8:00 AM and 5:00 PM.
- Walla Walla College and/or Whitman College bookstores. This would provide an opportunity for college students and visitors to purchase tickets without leaving campus.

Drivers should also be available to sell tickets from the bus up to 45 minutes in advance of departure, as scheduling allows.

In Pasco, Genie Tours will sell tickets from a sales office at the Pasco Bus Terminal.

#### *Advertising Swaps*

If Genie Tours establishes advertising space on its vehicles, it may be able to arrange for a no-cost advertising trade. Rogue Valley Transit District in Southern Oregon has agreements with a local radio station to receive on-air advertising in exchange for a sign advertising their station on the rear of a RVTB vehicle. This is an effective way to promote intercity transit without paying expensive media advertising costs.

#### *Establish Interline Agreements*

As described earlier in the memo, interline agreements with Greyhound and Amtrak will provide exposure for the Walla Walla - Pasco service for those booking intercity trips with on those providers. It is recommended that Genie Tours establish interline agreements, given the recommended operating schedule. The ridership and revenue projections in this memo assume that Genie Tours has established an interline agreement with Greyhound through the NBTA.

#### *Integration with Bi-State Trip Planner*

WSDOT is working in cooperation with the Oregon Department of Transportation to develop a bi-state trip planning system. The Trip Planner will be a web-based information system designed to decrease barriers to transportation by improving information on intercity and local bus, rail and other public transit services. The system is still under development, but integrating the Walla Walla – Pasco service will be an important long-term strategy to increase ridership and ensure mobility to passengers traveling this corridor.

## **Need for Marketing**

Information is often the key to transit usage. A thoughtful, user-focused marketing program can help increase awareness of Walla Walla – Pasco bus service. If the information is provided readily and clearly, it could easily facilitate an individual's decision to use transit or an organizations decision to purchase transportation on that service. It is important to keep in mind that the new service will improve access to services in the Tri-Cities for many, because it has a much more convenient schedule than Greyhound operated. Without good marketing, organizations and potential customers may never realize these new services exist.

While the initial steps may be time-consuming, a well-designed marketing program would give transit users most of the necessary information to plans their trips, thereby reducing staff time that would have been used to field these inquiries. Good public information could also complement and build upon existing outreach efforts by the Valley Transit, Ben Franklin Transit, the Walla Walla Chamber of Commerce and other interested organizations.



## Appendix A. Alternative Service Schedules, Ridership & Costs

### Two-Trip Per Day Scenario

**Figure A-1 Daily Schedule for Two-Trip Per Day Scenario**

Walla Walla to Pasco			Pasco to Walla Walla		
Depart WW		Arrive Pasco Greyhound/Amtrak	Depart Pasco Greyhound/Amtrak		Arrive WW
no service			no service		
no service			no service		
12:00 PM	➡	1:10 PM	2:00 PM	➡	3:10 PM
4:50 PM	➡	6:00 PM	7:15 PM	➡	8:25 PM

**Figure A-2 Estimated Daily Ridership (2 Round Trips Per Day)**

	<b>Estimated Daily Ridership</b>		
	July 05 - Dec 05	Jan 06- June 06	July 06 - June 07
Base one-way ridership from Greyhound experience (assuming interlines maintained)	7	8	10
Additional one-way day-trip passengers to Pasco	3	5	8
Total Est. One-way Daily Ridership	10	13	18

**Figure A-3 Income Statement (2 Round Trips Per Day)**

<b>INCOME</b>	<b>FY06</b>	<b>FY07</b>
Passenger Fares	\$62,233	\$111,690
Freight Revenue	10,000	15,000
Grant Funding	94,617	34,116
<b>TOTAL INCOME</b>	<b>\$166,849</b>	<b>\$160,806</b>
	-	-
<b>EXPENSES</b>	-	-
Vehicle Maint. & Supplies	\$15,032	\$15,032
Insurance	9,566	9,566
Fuel & Oil	23,915	23,915
Parking Fees	2,733	2,733
Payroll	34,164	34,164
P/R Taxes	9,566	9,566
Depreciation	8,199	8,199
Revenue Taxes	1,367	1,367
Commissions and Cost of sales	8,030	12,410
Advertising (ongoing)	2,733	2,733
Ofc. Supplies	1,367	1,367
Janitor/Utilities	683	683
Communications	1,367	1,367
Travel	2,733	2,733
Professional Fees	2,733	2,733
Postage/Printing	683	683
Owner Allowance	10,932	10,932
Dues/Subscriptions	683	683
Other Ofc.	683	683
	-	-
Ongoing Expenses	\$137,170	\$141,550
	-	-
Advertising (startup)	8,000	6,000
Freight Mgmt (startup)	10,000	2,000
<b>TOTAL EXPENSES</b>	<b>\$155,170</b>	<b>\$149,550</b>
	-	-
<b>NET OPERATING INCOME</b>	<b>\$11,679</b>	<b>\$11,256</b>
<b>OPERATING RATIO</b>	<b>93%</b>	<b>93%</b>

## One-Trip Per Day Scenario

**Figure A-4 Daily Schedule (One-Trip Per Day Scenario)**

<i>Walla Walla to Pasco</i>			<i>Pasco to Walla Walla</i>		
Depart WW	Arrive Pasco Greyhound/Amtrak	Depart Pasco Greyhound/Amtrak			Arrive WW
<i>no service</i>			<i>no service</i>		
<i>no service</i>			<i>no service</i>		
<i>no service</i>			<i>no service</i>		
<i>no service</i>			<i>no service</i>		
12:00 PM	→	1:10 PM	2:00 PM	→	3:10 PM
<i>no service</i>			<i>no service</i>		
<i>no service</i>			<i>no service</i>		

**Figure A-5 Estimated Daily Ridership (1 Round Trip Per Day)**

	<b>Estimated Daily Ridership</b>		
	July 05 - Dec 05	Jan 06- June 06	July 06 - June 07
Base one-way ridership from Greyhound experience (assuming interlines maintained)	5	6	8
Additional one-way day-trip passengers to Pasco	1	2	4
<b>Total Est. One-way Daily Ridership</b>	<b>6</b>	<b>8</b>	<b>12</b>

**Figure A-6 Income Statement (1 Round Trip Per Day)**

INCOME	FY06	FY07
Passenger Fares	\$37,960	\$74,460
Freight Revenue	10,000	15,000
Grant Funding	50,743	2,808
<b>TOTAL INCOME</b>	<b>\$98,703</b>	<b>\$92,268</b>
	-	-
<b>EXPENSES</b>	-	-
Vehicle Maint. & Supplies	\$7,902	\$7,902
Insurance	5,028	5,028
Fuel & Oil	12,571	12,571
Parking Fees	1,437	1,437
Payroll	17,958	17,958
P/R Taxes	5,028	5,028
Depreciation	4,310	4,310
Revenue Taxes	718	718
Commissions and Cost of sales	5,913	9,928
Advertising (ongoing)	1,437	1,437
Ofc. Supplies	718	718
Janitor/Utilities	359	359
Communications	718	718
Travel	1,437	1,437
Professional Fees	1,437	1,437
Postage/Printing	359	359
Owner Allowance	5,747	5,747
Dues/Subscriptions	359	359
Other Ofc.	359	359
	-	-
<b>Ongoing Expenses</b>	<b>\$73,794</b>	<b>\$77,809</b>
	-	-
Advertising (startup)	8,000	6,000
Freight Mgmt (startup)	10,000	2,000
<b>TOTAL EXPENSES</b>	<b>\$91,794</b>	<b>\$85,809</b>
	-	-
<b>NET OPERATING INCOME</b>	<b>\$6,909</b>	<b>\$6,459</b>
<b>OPERATING RATIO</b>	<b>93%</b>	<b>93%</b>

## Appendix B. Greyhound Northwest Service Map

A  
B  
C  
D  
E  
F  
G  
H

**See page 82 for  
Seattle Area District  
Detail Map**



## Appendix C. Intercity Provider Schedules

- Greyhound
- Amtrak
- Milton-Freewater Bus





Departing: [Pasco, WA \(PSC\)](#) to [Portland, OR \(PDX\)](#)

Service	Scheduled Departure	Scheduled Arrival	Duration
<a href="#">27 Empire Builder</a>	<b>Pasco, WA (PSC)</b> <b>5:35 am</b> 01-JUN-05	<b>Portland, OR (PDX)</b> <b>10:10 am</b> 01-JUN-05	4hr 35mn
<a href="#">8229</a>	<b>Pasco, WA (PSC)</b> <b>2:10 pm</b> 01-JUN-05	<b>Portland, OR (PDX)</b> <b>6:10 pm</b> 01-JUN-05	4hr 0mn

Departing: [Pasco, WA \(PSC\)](#) to [Spokane, WA \(SPK\)](#)

Service	Scheduled Departure	Scheduled Arrival	Duration
<a href="#">8226</a>	<b>Pasco, WA (PSC)</b> <b>2:15 pm</b> 01-JUN-05	<b>Spokane, WA (SPK)</b> <b>4:35 pm</b> 01-JUN-05	2hr 20mn
<a href="#">28 Empire Builder</a>	<b>Pasco, WA (PSC)</b> <b>8:57 pm</b> 01-JUN-05	<b>Spokane, WA (SPK)</b> <b>12:13 am</b> 02-JUN-05	3hr 16mn

Departing: [Spokane, WA \(SPK\)](#) to [Pasco, WA \(PSC\)](#)

Service	Scheduled Departure	Scheduled Arrival	Duration
<a href="#">27 Empire Builder</a>	<b>Spokane, WA (SPK)</b> <b>2:45 am</b> 01-JUN-05	<b>Pasco, WA (PSC)</b> <b>5:35 am</b> 01-JUN-05	2hr 50mn
<a href="#">8229</a>	<b>Spokane, WA (SPK)</b> <b>11:20 am</b> 01-JUN-05	<b>Pasco, WA (PSC)</b> <b>1:40 pm</b> 01-JUN-05	2hr 20mn

Departing: [Portland, OR \(PDX\)](#) to [Pasco, WA \(PSC\)](#)

Service	Scheduled Departure	Scheduled Arrival	Duration
<a href="#">8226</a>	<b>Portland, OR (PDX)</b> <b>9:30 am</b> 01-JUN-05	<b>Pasco, WA (PSC)</b> <b>1:40 pm</b> 01-JUN-05	4hr 10mn
<a href="#">28 Empire Builder</a>	<b>Portland, OR (PDX)</b> <b>4:45 pm</b> 01-JUN-05	<b>Pasco, WA (PSC)</b> <b>8:57 pm</b> 01-JUN-05	4hr 12mn

**Madison • Rockford • Chicago** *(Van Galder Bus Lines)*

8964	Mile	▼	Thruway Number	Symbol	▲	8965
10 00A	0	Dp	<b>Madison, WI</b> (CT)		Ar	8 35P
10 15A	6		—Memorial Union-Univ. of Wisconsin			8 20P
11 00A	35		—Dutchmill Park & Ride			7 25P
11 25A	48		<b>Janesville, WI</b>		▲	7 00P
11 50A	135		<b>South Beloit, IL</b>		Ar	6 40P
2 15P	140	Ar	<b>Rockford, IL</b>	●	Dp	4 45P
			<b>Chicago, IL—Union Sta.</b> (CT)			

**Portland • Eugene-Springfield**

5501	Mile	▼	Thruway Number	Symbol	▲	Train 504
11 15A	0	Dp	<b>Portland, OR—Amtrak® Sta.</b> (PT)	●	Ar	11 35A
12 15P	53	Ar	<b>Salem, OR</b>	●	▲	10 12A
12 55P	81	Ar	<b>Albany, OR</b> (Corvallis)	●		9 43A
1 40P	124	Ar	<b>Eugene-Springfield, OR</b> (PT)	●	Dp	9 00A

**Duluth • St. Paul-Minneapolis** *(Jefferson Lines)*

8007	Mile	▼	Thruway Number	Symbol	▲	8008
3 00P	0	Dp	<b>Duluth, MN</b> (PT)		Ar	2 20P
3 10P			<b>Univ. of Minnesota at Duluth, MN</b>			2 10P
4 30P			<b>Hinckley, MN</b>		▲	12 50P
			<b>St. Paul-Minneapolis, MN</b>			
6 20P	149	Ar	—Amtrak® Sta. (PT)		Dp	11 00A

**Seattle • Vancouver, BC** *(Western Trailways)*

8948	Mile	▼	Thruway Number	Symbol	▲	8909
10 45A	0	Dp	<b>Seattle, WA—Amtrak® Sta.</b> (PT)	●	Ar	4 30P
1 15P	115		<b>Surrey, BC—Pacific Inn</b>			R 1 30P
1 45P	132		<b>Richmond, BC—Delta Pacific Resort</b>		▲	R 1 00P
			<b>Vancouver, BC</b>			
2 15P	144	Ar	—Pacific Central Sta. (PT)	●	Dp	12 30P

**Connecting Local Services**

**Shelby—Great Falls—Helena—Butte—Idaho Falls—Salt Lake City**  
Rimrock Trailways operates service between Amtrak® Shelby Station and Great Falls, Helena, Butte, Idaho Falls and Salt Lake City. Purchase ticket from Rimrock Trailways. (406) 453-1541.

**Whitefish—Kalispell—Missoula**  
Purchase tickets from Rimrock Trailways.

**Seattle-Victoria, BC Thruway Service**

Clipper Navigation operates the high-speed catamaran Victoria Clipper year-round between Pier 69 in Seattle (one mile from Amtrak® King Street Station) and Victoria's Inner Harbour. Reservations are required. Call Amtrak for schedules, fares and ticketing information for travel more than three days ahead. For travel less than three days in advance, contact Victoria Clipper at (206) 448-5000 or (800) 888-2535 or visit [www.victoriaclipper.com](http://www.victoriaclipper.com).

# Empire Builder

EFFECTIVE APRIL 25, 2005

Serving

Chicago

Milwaukee

St. Paul-Minneapolis

Fargo

Minot

Havre

Whitefish

Spokane

Portland/Seattle

and intermediate stations

For reservations and information  
call toll-free

in the U.S.A. and Canada

**1-800-USA-RAIL**

**1-800-872-7245**

or call your travel agent

Also visit [www.amtrak.com](http://www.amtrak.com) on the Internet

Schedules subject to change without notice.

Amtrak is a registered service mark of the National Railroad Passenger Corp.




























































National Railroad Passenger Corporation

Washington Union Station, 60 Massachusetts Ave., N.E., Washington, DC 20002

NRPC Form P7—200M—04/25/05 Stock #02-3631

# EMPIRE BUILDER

## Chicago • St. Paul • Portland/Seattle

7 <sup>20</sup>	◀ Train Number ▶					8 <sup>20</sup>
Daily	◀ Days of Operation ▶					Daily
     	◀ On Board Service ▶					  
Read Down	Mile	▼		Symbol	▲	Read Up
2 15P	0	Dp	Chicago, IL—Union Sta.  Madison—see back (CT)	●  	Ar	3 40P
R 2 39P	18	↓	Glenview, IL (METRA/Milw. Line)	● 	↑	D 3 00P
R 3 55P	86		Milwaukee, WI	● 		D 2 00P
5 05P	150		Columbus, WI (Madison)	● 		12 32P
5 34P	178		Portage, WI	○ 		12 02P
5 52P	195		Wisconsin Dells, WI	○ 		11 44A
6 30P	240	↓	Tomah, WI	○ 	↑	11 03A
7 14P	281		La Crosse, WI	● 		10 22A
7 50P	308		Winona, MN	● 		9 46A
8 52P	371		Red Wing, MN	○ 		8 39A
10 31P 11 15P	417	Ar Dp	St. Paul—Minneapolis, MN  Duluth—see back	● 	Dp Ar	7 35A 7 05A
12 40A	482	↓	St. Cloud, MN	○ 	↑	5 11A
1 42A	548		Staples, MN	○		4 06A
2 38A	610		Detroit Lakes, MN	○		3 07A
3 49A	658		Fargo, ND (Moorhead)	● 		2 10A
5 04A	732		Grand Forks, ND	● 		12 54A
6 25A	817	↓	Devils Lake, ND	○ 	↑	11 32P
7 19A	874		Rugby, ND	○ 		10 38P
8 46A 9 06A	935	Ar Dp	Minot, ND	● 	Dp Ar	9 42P 9 22P
9 57A	989	Stanley, ND	○ 	8 11P		
11 07A	1055	Williston, ND (CT)	● 	7 09P		
11 41A	1162	↓	Wolf Point, MT (MT)	● 	↑	4 33P
12 26P	1211		Glasgow, MT	○ 		3 47P
1 25P	1277		Malta, MT	○ 		2 52P
2 39P 3 04P	1366	Ar Dp	Havre, MT	● 	Dp Ar	1 32P 1 12P
5 22P	1471	Shelby, MT  Great Falls, Butte—see back	● 	11 43A		
5 51P	1495	↓	Cut Bank, MT	○ 	↑	10 45A
<sup>41</sup>	1528		Browning, MT	○		<sup>41</sup>
<sup>40</sup> 6 45P	1542		East Glacier Park, MT	● 		<sup>40</sup> 9 54A
7 41P	1573		Essex, MT—Izaak Walton Inn	○		8 55A
8 23P	1599		West Glacier, MT (Apgar)	○		8 16A
8 56P 9 16P	1620	Ar Dp	Whitefish, MT  Kalispell, Missoula—see back	● 	↑	7 46A 7 26A
10 59P	1723	Dp	Libby, MT (MT)	○ 		5 41A
11 49P	1807	↓	Sandpoint, ID (PT)	○ 		2 47A
1 40A	1877	Ar	Spokane, WA (Coeur d'Alene, ID)	● 		1 15A
27		Thru Cars Chicago—Portland		28		
2 45A	1877	Dp	Spokane, WA	● 		12 13A
5 35A	2025	↓	Pasco, WA (Kennewick, Richland)	● 	↑	8 57P
7 30A	2151		Wishram, WA (The Dalles)	○ 		6 55P
8 04A	2182		Bingen-White Salmon, WA	○ 		6 21P
9 20A	2247		Vancouver, WA	● 		5 07P
10 10A	2257	Ar	Portland, OR  Eugene, Springfield—see back (PT)	● 		4 45P
2 15A	1877	Dp	Spokane, WA	● 	↑	12 32A
4 38A	1996	↓	Ephrata, WA	○ 		9 42P
5 43A	2048		Wenatchee, WA	○ 		8 42P
8 41A	2173		Everett, WA	● 		5 44P
9 08A	2188		Edmonds, WA	● 		5 17P
10 20A	2206	Ar	Seattle, WA (Victoria, BC  ) (PT)  Vancouver, BC—see back	● 	Dp	4 45P







### Services on the Empire Builder

-  **Coaches:** Reservations required.
-  **Sleeping Cars:** First Class Superliner® Service.
  - Amtrak's Metropolitan Lounge® available in Chicago and Portland for First Class Service passengers.
-  **Dining Car:** Complete meals.
  - Not available between Spokane and Portland; First Class passengers will receive complimentary cold meal service.
-  **Sightseer Lounge:** Sandwiches, snacks and beverages.
  - (Note—Combined Diner/Lounge provides food and beverage service between Spokane and Seattle).
-  **Entertainment:** Feature movies offered between Chicago and Portland.
-  **Trails and Rails Program:** In a cooperative effort with the National Park Service, volunteer rangers provide narrative along the route (Spring/Summer).
-  **No Smoking:** Smoking is prohibited entirely on this train. Passengers may smoke on station platforms as announced by train crews, and must remain next to the train, ready to board immediately upon hearing the locomotive horn and verbal "All Aboard" calls.


### Scenic Highlights

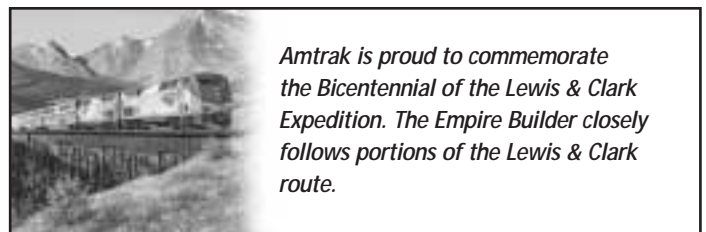
- Wisconsin Dells
- Mississippi River
- Rocky Mountains
- Glacier National Park, Montana
- Gateway to Mount Rainier, Washington
- Columbia River Gorge

### Symbols and Reference Marks

- A** Time Symbol for A.M.
- CT** Central Time
- D** Stops only to discharge passengers.
- MT** Mountain Time
- P** Time Symbol for P.M.
- PT** Pacific Time
- R** Stops only to receive passengers.
-  **Checked Baggage Service available at stations indicated.**
-  **Thruway Motorcoach Connection.** Coordinated train/motorcoach service with connections at the Amtrak station (in most cases), as well as through fares/ticketing. Passengers traveling on Thruway connections must be ticketed before boarding coaches in order to obtain through fares. Motorcoaches are normally not accessible to passengers who use wheelchairs, except for the Portland-Eugene route.
- Ticket office open for all train departures.
- Ticket office/checked baggage not open for all departures.
- Tickets can not be purchased at this location.
-  All station facilities are fully accessible to persons who use wheelchairs.
-  Barrier-free access between street or parking lot, station platform and trains; however, not all facilities within the station are fully accessible.
-  Via Connecting Ferry Service.
-  Stops only on signal to receive or discharge passengers; where possible please give sufficient advance notice to agent or conductor.
- 40 East Glacier Park Station will be open May 1 through October 5, 2005.
- 41 Browning Station will reopen October 6, 2005.

### Empire Builder Track Work

 To accommodate track maintenance being performed by the BNSF in June and July, the Empire Builder will require some schedule adjustments. Upon completion of maintenance work, schedules may be further adjusted. Go to [www.amtrak.com](http://www.amtrak.com) or call 1-800-USA-RAIL for schedule adjustments.



*Amtrak is proud to commemorate the Bicentennial of the Lewis & Clark Expedition. The Empire Builder closely follows portions of the Lewis & Clark route.*

**City of Milton-Freewater**

**Bus Schedule**

**Monday, Tuesday, & Thursday ONLY**

<b>BUS STOP</b>	<b>MORNING</b>	<b>NOON</b>	<b>NIGHT</b>
76 Station	10:00 am	12:32 pm	4:18 pm
NE 5th & Robbins	10:08 am	12:40 pm	4:26 pm
NW 7th & N. Main	10:12 am	12:44 pm	4:34 pm
NW 8th & Lamb	10:16 am	12:46 pm	4:37 pm
Senior Center	10:18 am	12:48 pm	4:40 pm
Broadway & Main	10:22 am	12:52 pm	4:44 pm
Mac High	10:26 am	1:06 pm	4:48 pm
City Hall/Library	10:30 am	1:11 pm	5:03 pm
SE 12th & S. Main	10:40 am	1:20 pm	5:12 pm
Conoco Station	10:45 am	1:25 pm	5:17 pm
Evergreen Rehab	10:50 am	1:30 pm	5:22 pm
Shell Station	10:57 am	1:37 pm	5:29 pm
Stateline	11:03 am	1:43 pm	5:35 pm
-----WASHINGTON-----			
Walla Walla Clinic	11:16 am	1:46 pm	4:10 pm
General Hospital	11:21 am	1:51 pm	4:05 pm
St Mary's Hospital	11:28 am	1:58 pm	3:58 pm
Valley Transfer Sta	11:33 am	2:03 pm	3:53 pm
VA Hospital	11:44 am	2:14 pm	3:42 pm
WalMart	11:56 am	2:26 pm	3:30 pm

**\$1.00 for ONE WAY FARE**

**\$30 Monthly Passes** available

at City Hall

More Information?

Call City Hall 938-5531

Linda Hall 938-8242